



CASE STUDY

COMMUNITY CHURCH OF JOY

Industry:

Religious organization

Location:

Glendale, Arizona

Statistics:

- 28 active teleworkers in the pilot program
- Telework one to three days per week
- Program began in 2001

Business benefits:

- Increase productivity and employee morale
- Save on costs related to office space and equipment

"Telecommuting was selected because it enabled the church to use its office space most efficiently. We are also limited with ridesharing options, such as bus service or carpools, so telework was a good option."

– Wayne Skaff
General Manager

Why Community Church of Joy began a telework program:

- To meet trip reduction requirements
- To address staff's desire to have freedom to work at their homes
- Availability of Valley Telework Project's free consulting services

Challenges:

- Technology: Switched to T1 connection
- Needed to obtain Microsoft Office license for teleworkers
- Volume of remote access to network increased and had to be addressed

Work/Life Balance and Air Quality Impacts:

- Reduce vehicle miles traveled by 44,000 annually
- Produce 1,188 fewer pounds of pollution annually
- Average teleworker saves 32 minutes each day and spends that time doing more work and spending time with their family.

Selection criteria for teleworkers:

- Volunteer to participate in pilot
- Manager approval

Community Church of Joy teleworkers:

- CEO/Executive staff
- Managers
- Exempt and non-exempt staff

Elements of the program:

- 28-page policy and program guidelines
- \$30 monthly allowance for high-speed Internet access
- Provision of terminal service
- Microsoft product at home

How the program got its start:

The Community Church of Joy (CCOJ) is located in Glendale. It is a member of the Evangelical Lutheran Church in America and one of the largest, fastest-growing mainline churches in the country. In the span of 20 years, the church's membership has grown from 200 to more than 11,000 people. As a non-profit organization, CCOJ also employs 220 staff members. In 2001, 28 employees were chosen to participate in a telework pilot program. The program has been well received with a lot of positive feedback.

CCOJ wanted to implement a telework program to deal with limited funds and limited office space. The Church also hoped to improve productivity and employee morale.

What effects has the telework program had on...

...productivity: Teleworkers reported an increase in productivity. About 50 percent of

teleworkers say that productivity increased an average of 34 percent with teleworking. None reported that productivity had declined. Three employees had major illnesses and were able to telework while recovering.

...teleworkers: The teleworkers feel very positive. It has given them the freedom to be more productive and given them greater flexibility in their schedules. According to management, it's a morale builder.

...managers: Managers report that productivity increased by seven percent. They would like to expand the program to include more teleworkers. Managers also believe that telework gives the organization a competitive edge.

...the workplace: A total of 60 percent of the teleworkers reported increased morale as a result of the program, and 70 percent of the teleworkers thought that teleworking is "good for the organization."

"You have to keep yourself focused. You have to get into the mindset that even though you are at home, you're in the office."

– Betty Mahnke
Director of Conference Services